



Addressing SFA CIO Workforce Planning Challenges **WORK IN PROGRESS**

In order to transition to the new CIO organization model and streamline the CIO workforce to meet FTE headcount targets, the CIO must have a plan to transition employees from the old to the new CIO organization. This document represents a work in progress and reflects the best thinking to date regarding the transition approach and HR practices available for a smooth transition.

Implementation of New CIO Organization

Once agreement is reached to proceed with the implementation of the new CIO organization, several activities need to occur to transition employees into new positions. First, the CIO organization should inventory the skill set of current employees to determine where there is a match between existing and desired skills and where there are skill gaps.

Assessment/Inventory of Current CIO Skills

The purpose of a skills assessment is to identify current skills against a desired set of skills. In this case the desired skills are a result of the redefined CIO model. By comparing current skills to the desired set of skills, CIO management can assess the gap in skills and determine an approach for addressing the gaps on a one-by-one basis. By addressing these gaps, the CIO management can improve CIO service by retaining, reassigning or recruiting the right people with the right IT skills to meet SFA business needs. In the absence of a skills assessment, CIO management would not be able to objectively determine the gap between current and required skills and staff the organization appropriately.

Guiding Principles

Guiding principles set forth the ground rules or foundation by which the skills assessment process and tools should be built upon. It is critical that any skills assessment process conducted is objective and confidential and focuses on the end result of retaining, reassigning or recruiting the right people with the right skills to meet SFA business needs. Listed below are a set of guiding principles followed in developing the skills assessment process and tools:

- Use a consistent, reliable, and objective approach for conducting the skills assessment, including a common method and “tool” across the entire CIO organization
- Use a process that is worthy of trust: information gathered is confidential and the integrity of information is maintained
- Clearly communicate the new CIO model and desired skills through various mediums (i.e., CIO all-hands, emails, Intranet, etc.)
- Provide ALL CIO employees with the opportunity to document their skills and background/experience by completing self inventories



Audience

The skill assessment will be broken into two groupings based on grade level:

- CIO Management (skills required of all CIO managers – professional, managerial and functional – based on current CIO skill catalog and updated based on new CIO org model)
- CIO Employees (skills required of all CIO employees – professional and functional – based on current CIO skill catalog and updated based on new CIO org model)

Tool

- Define Assessment Data Collection Categories
 - ⇒ Proficiency (Trained, Beginner, Skilled, Expert) vs. Development Need (Development Needed, No Development Needed, N/A – perform.com verbiage)
 - ⇒ Frequency Used (Low to High)
 - ⇒ Experience (in years)
 - ⇒ Skill last used (what year)
- Other Potential Data Collection Categories
 - ⇒ Level of Interest in skill (i.e., is Data Architecture something they are interested in learning)
 - ⇒ Importance of skill to job
 - ⇒ Other Background/experience
 - ⇒ Training Taken

Process

1. Communicate new CIO organization model and implementation approach to all CIO employees
2. Communicate purpose of skills assessment and solicit concerns/questions
3. Address concerns and questions
4. Skills assessment distributed to ALL CIO employees
5. ALL CIO employees complete self-assessment
6. CIO executive leadership (CIO and Deputy's) review results of skills assessment and determine employee transition



Workforce Planning and Employee Transition Options

The CIO organization is striving to get the right people with the right skills in the right positions. By doing this the CIO organization can create a strategic organization focused on the effective use of technology to achieve SFA business objectives. SFA completed a human capital plan earlier this year that identified human capital practices that should be adopted to transform the way SFA gets work done. The CIO organization can adopt many of these human capital practices to move toward the new CIO operating model while addressing the September 2002 FTE targets. Listed below are the human capital practices that can help the CIO organization reach its strategic goals.

Retain and Reward

To retain the right people with the right skills, SFA should seek opportunities to recognize and reward high-performing individuals through teams and other recognition programs. It is critical that the CIO organization identifies the desired skills and aligns their workforce to these core skills.

Guiding Principles

- Retain employees with the skills desired for the CIO organization
- Invest in developing skills for employees that are interested in gaining the desired CIO skills
- Focus investments/training in CIO core competencies
- Recognize and reward high-performing individuals and teams through financial rewards and other recognition programs

Policies and Guidelines

- Code of Federal Regulations – Title V

Actions:

- Conduct a skills assessment to identify match between current skills of CIO employees and desired skills based on the new CIO organizational model
- Work with SFA University to develop a training curriculum that focuses on core competencies that the CIO will possess in the future.
- Encourage employees to use Learning Coupons toward professional development that increases their competency in the CIO desired skill areas.
- Explore options for retaining these core employees including rewards, recognition and compensation.
 - ⇒ Take advantage of the new job series 2200 to offer increased compensation for technical positions and to promote/ recognize highly skilled employees who may not be the best managers (in the past high grade jobs required one to be a manager)
 - ⇒ Investigate HR flexibilities allowed by PBO legislation
 - ⇒ Explore ways to provide individual rewards and recognition beyond SFA's Performance Excellence program
 - ⇒ Investigate pay banding structures that are commonplace in the private sector and applicability to SFA



Redeploy and/or Reassign

One option for reducing the FTE headcount within the CIO organization is to reassign or redeploy CIO employees whose current skill set doesn't match the desired skill set for the new CIO organization. These individuals are not considered poor performers (there is not just a skill match within the CIO organization.) All efforts should be expended to find a position for each employee that takes his/her skills and career interests into account.

Guiding Principles

- Find a position within SFA for each employee
- If there are no positions within SFA that match their skills and background, find a position within another government agency or private sector for each employee
- Base reassignments on interests and skills
- Offer training opportunities and provide incentive to build new skills

Policies and Guidelines

- Code of Federal Regulations - Title V
- No reassignments can be made without first competing the position
- Positions eliminated through Modernization/restructuring become incumbent

Actions:

- Conduct a skills assessment to identify mismatch between current skills of CIO employees and desired skills based on the new CIO organizational model
- Leverage "SFA Career Zone" services such as job-related counseling and workshops, career planning, formal classroom training, mentoring programs, peer information sharing and confidential one-on-one counseling to aid employees through personal and workplace transitions such as a job change or reassignment.
- Identify all vacancies within SFA
- Identify all vacancies within the Federal government
- Determine best match for reassignment

Address Poor Performance

Managers should be encouraged to address poor performers through active and continuous performance feedback, coaching, and counseling. Where needed, we will help find new jobs outside the organization for those who cannot, or chose not to, contribute.

Guiding Principles

- SFA is committed to helping all employees be successful
- Responsibility resides with the supervisor to address poor performance and provide counseling
- Feedback based on performance not emotions

Policies and Guidelines

- Code of Federal Regulations – Title V
- Performance Improvement Process



- According to OPM, improvement period begins with notification of poor performance, assuming an average improvement period of 3-4 months, plus a 30-day advance notice period which means the time from notification to dismissal averages 5-6 months

Actions:

- Supervisors should follow the Performance Improvement Process to address poor performance

Recruit

Recruiting should be used when the desired skills do not currently exist and cannot be developed within the SFA workforce. Since the CIO is tasked with reducing the workforce, they should try to avoid recruiting; this process is expensive, cumbersome and lengthy. Due to the process, it is difficult to recruit qualified IT professionals.

Guiding Principles

- Utilize HR flexibilities to speed up the recruiting process
- Only recruit for critical positions, explore contracting options wherever possible

Policies and Guidelines

- Code of Federal Regulations – Title V
- PBO Legislation – HR Flexibilities (excepted positions)

Actions:

- Identify critical vacancies
- Develop position description and knowledge, skills and abilities
- Announce/post vacancy
- Explore HR flexibilities provided by PBO legislation

Retire

With 16% of the SFA population eligible for retirement within the next 10 years, vacancies within SFA will increase. This will increase the number of positions that employees can be reassigned into. Employees should educate themselves on the pros and cons of retirement and make an informed decision. Retirement is a “release valve” for SFA to pursue the goal of streamlining the organization to flatten the hierarchy, maximize efficiency, and free up CIO resources to invest in the modernization program.

Guiding Principles

- Retirement is an decision that is up to each individual employee
- No employee should feel pressured into considering retirement

Policies and Guidelines

- Code of Federal Regulations – Title V
- Retirement should not be used as an alternative to addressing poor performance
- Managers should not initiate conversations that are solely about retirement



- Retirement discussions should be held with ALL staff, never an individual

Actions:

- Educate all staff about their career planning options; including retirement.
- Conduct retirement planning sessions to increase employees understanding of the benefits that are available to them.
- Explore and seek authority for early buy-out and other options with the OPM.
- If these actions prove to be insufficient to reach our workforce targets within a reasonable time, seek legislative exemption from traditional civil service rules.

Outsourcing

The CIO organization is looking to leverage relationships with operating partners to select, develop and implement new solutions. SFA employees focus on core governmental functions while operating partners provide best-in-business solutions and technology skills. Moving forward, the CIO organization plans on focusing on their core capabilities while leveraging their operating partners. Functions will be outsourced that can be more efficiently and effectively performed by the private sector.

Guiding Principles

- Core governmental functions will be staffed by Federal employees
- Functions that can be performed more effectively and efficiently by the private sector will be outsourced
- Any near-term skill imbalance will be supplemented through contract support

Policies and Guidelines

- OMB A-76 Circular

Actions:

- Identify functions that are considered non-governmental core functions
- Determine approach to sourcing function: outsource, privatize or contract out
- Proceed with approach

Summary

The CIO organization has a tall task ahead of them. With the array of HR practices available, the CIO organization should be able to meet their human capital challenges of:

- Streamlining the CIO organization to free up investments for modernization
- Maximizing the use of contract resources to increase flexibility and cut cost
- Aligning the CIO workforce with core government functions, such as directing contract actions and managing financials and the CIO budget